

<b>TO:</b>	<b>CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON JANUARY 14, 2019</b>
<b>FROM:</b>	<b>MARTIN HAYWARD CITY MANAGER</b>
<b>SUBJECT:</b>	<b>COUNCIL'S STRATEGIC PLAN 2019-2023: SETTING THE VISION, MISSION, AND VALUES</b>

<b>RECOMMENDATIONS</b>
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That, on the recommendation of the City Manager, the following actions be taken with respect to Council's Strategic Plan 2019-2023:

- a) the report dated January 14, 2019 and entitled "Council's Strategic Plan 2019-2023: Setting the Vision, Mission, and Values" **BE RECEIVED**; and,
- b) the Municipal Council **BE REQUESTED** to advise the Civic Administration as to the preliminary wording for the proposed version(s) of the vision, mission, and values for the Strategic Plan 2019-2023.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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- Strategic Priorities and Policy Committee (SPPC): December 17, 2018

<b>BACKGROUND</b>
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On December 18, 2018, Council resolved that Council's Strategic Plan 2019-2023: Setting the Context be received including the proposed approach, process, timelines, and key deliverables to develop the Strategic Plan.

The purpose of this report is to provide Council with the vision, mission, and values from the 2015-2019 Strategic Plan. These elements can be used as a starting point for Council to begin to set the vision, mission and values for Council's Strategic Plan 2019-2023.

In addition, this report will provide an overview of the proposed community engagement plan to be rolled out over the coming weeks.

**Strategic Plan 2015 – 2019: Vision, Mission, and Values**

Vision (sets direction)

*A leader in commerce, culture, and innovation – our region's connection to the World.*

Mission (articulates purpose)

*At Your Service – a respected and inspired public service partners, building a better city for all.*

Values (expresses how the corporation operates)

*Individual Responsibility  
Collaboration*

*Collective Accountability  
Innovation*

**January 14, 2019: Setting the Vision, Mission, and Values for Council's Strategic Plan 2019-2023**

Based on the approved approach and timelines for the development of Council's Strategic Plan 2019-2023, the focus of the January 14, 2019 Strategic Priorities and Policy Committee (SPPC) will be for Council to begin to set the vision, mission, and values. In addition, Civic Administration will share the proposed community engagement plan to support Council's development of the Strategic Plan.

It is anticipated that at the end of this meeting, Council will have developed the proposed version(s) of the vision, mission, and values for the 2019-2023 Strategic Plan, noting that there may be more than one option

for each of the elements. The proposed version(s) will be shared with the community to seek feedback prior to the January 28, 2019 SPPC meeting.

### **Proposed Community Engagement Plan**

#### Phase One: December 19 to January 14, 2019 (online only)

- This first phase was launched on December 19, 2018 to seek community input on the 2015-2019 Strategic Plan's vision, mission, and values using current social media accounts on Facebook and Twitter and directing traffic to [getinvolved.london.ca](http://getinvolved.london.ca) to provide feedback
- Community input gathered through this phase of community engagement will be presented to Council at the January 14, 2019 SPPC meeting to help inform the discussion

#### Phase Two: January 15 to January 28, 2019 (online only)

- Launch second phase of community engagement on vision, mission, and values
- Communications will share information through multiple channels following the meeting to ask for further input about Council's proposed version(s) of the vision, mission, and values coming out of the January 14, 2019 SPPC meeting
- Community input gathered through this phase of community engagement will be presented to Council at the January 28, 2019 SPPC meeting to help inform the discussion

#### Phase Three: February 1 to 28, 2019 (online and in person)

- The final phase of community engagement will seek feedback on the proposed outcomes, expected results, strategies and any additional feedback on Council's proposed vision, mission, and values
- Communications will share information through multiple channels following the meeting to inform the community members of the multiple ways they can provide feedback
- The community will be informed throughout the month of February, identifying all the opportunities to participate online and in person (in their neighbourhoods and wards)
- Information and communication assets will be shared with Council and Civic Administration so that they can share these opportunities with their networks and constituents
- Civic Administration will be available to support Councillors if they choose to hold Ward meetings and/or community meetings to seek feedback from Londoners
- Community input gathered through this phase of community engagement will be presented to Council at the March 4, 2019 SPPC meeting to help inform the discussion

<b>NEXT STEPS</b>
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Below are the timelines and key deliverables to be accomplished over the next four months to support Council's development of the Strategic Plan 2019-2023 by April 30, 2019. This allows more time for debate and community engagement. It also completes the development of the Strategic Plan in time to provide direction for the Multi-Year Budget process.

#### January 15, 2019: Community Engagement

- Community Engagement – engage with the community on line seeking further input about Council's proposed version(s) of the vision, mission, and values

#### January 28, 2019: Continuing to Set the Vision, Mission, and Values

- Council sets the vision, mission, and values
- Civic Administration shares the draft proposed outcomes, expected results, and strategies

#### February 1 – 28, 2019: Community Engagement

- Community Engagement – engage with the community in multiple ways (on line, in person, and by phone) regarding the vision and strategies

#### March 4, 2019: Tabling the Community Engagement Results

- Council receives the results from the community engagement process and has time to consider the results prior to the next SPPC meeting

#### March 25, 2019: Setting the Strategies

- Council debates the strategies, outcomes, and expected results

#### April 8, 2019: Finalizing the Strategic Plan

- Council debates any final changes to the Strategic Plan

April 23, 2019 (Special SPPC Meeting prior to Council): Receiving and Approving the Strategic Plan

- o Council receives and approves the Strategic Plan

April 23, 2019 Council Meeting: Approving the Strategic Plan

- o Council approves the Strategic Plan 2019-2023

May 2019: Development of the 2020-2023 Multi-Year Budget

- o Development of the 2020-2023 Multi-Year Budget begins

<b>CONCLUSION</b>
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The Strategic Plan identifies Council's vision, mission, values and strategic areas of focus for 2019-2023. It also identifies the specific outcomes and strategies that Council and Civic Administration will deliver on together over the next four years. The Strategic Plan sets the direction for the future, and guides the City's Multi-Year Budget. It is through the Multi-Year Budget process that Council's Strategic Plan will be put into action, adding further detail to each strategy about accountability, pacing and resourcing.

<b>PREPARED AND SUBMITTED BY:</b>	<b>PREPARED AND SUBMITTED BY:</b>
<b>CHERYL SMITH MANAGER, NEIGHBOURHOOD STRATEGIC INITIATIVES &amp; FUNDING</b>	<b>ROSANNA WILCOX DIRECTOR, COMMUNITY &amp; ECONOMIC INNOVATION</b>

<b>RECOMMENDED BY:</b>	<b>RECOMMENDED BY:</b>
<b>LYNNE LIVINGSTONE MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN &amp; FIRE SERVICES</b>	<b>MARTIN HAYWARD CITY MANAGER</b>

cc. Senior Management Team  
Strategic Thinkers Table